This summer in New York
AMA invites you to attend

3 EDP WORKSHOP SEMINARS FOR PROS

for EDP Managers

Organizing & managing the data processing function

for Programing Managers

Managing computer programing projects

for Systems Managers

Organizing & managing the corporate systems function

July, 1966
AMA Headquarters
New York City

American Management Association

AMERICAN MANAGEMENT ASSOCIATION, INC.
The American Management Association Building
135 West 50th St., New York, N. Y. 10020
Tel. (Area Code 212) JUdson 6-8100 (TWX 212-640-5279)

PLEASE REGISTER THE FOLLOWING EXECUTIVES FOR THE MEETINGS INDICATED.

MEETING NO.	DATES:	TITLE:	NAME	POSITION	COMPANY	STREET	CITY	STATE	ZIP
			■						
			■						

☐ PLEASE SEND MEMBERSHIP INFORMATION

5015/54

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To Register — fill out and return the card. Or, wire or phone the Registrar at the address given. Registrations must be made in advance, and may be made up to the time of the meeting, subject to confirmation. Applicants should not come to the meeting without advance confirmation. Confirmed registrations cancelled later than two weeks before the meeting are subject to a $25 service charge. Registrants whose applications have been confirmed and who fail to attend a meeting are liable for the entire fee unless they contact the Registrar *prior to the meeting* to cancel their reservations.

Hotel Accommodations — AMA does not arrange hotel accommodations. However, the Americana Hotel (7th Ave. at 52nd St.) will hold a limited number of rooms for registrants up to two weeks before your meeting starts. These rooms will be at either the Americana Hotel itself, or at the City Squire Inn (affiliated with the Americana) — both within one block of the American Management Association Building. To take advantage of this service, act promptly to be sure of accommodations. Please *contact the Americana Hotel directly* for reservations, mentioning AMA to assure preferred treatment.

Registration Fees — The full fee is payable in advance and includes the cost of all luncheons and meeting materials.

	AMA Members	Nonmembers*
Each three-day meeting	$150	$175

***Nonmembers:** Difference between member and nonmember registration fee can be applied to AMA membership. Check box on card for full information.

REG. 1 PRINTED IN U.S.A. 6-5015

THE ORGANIZATION AND MANAGEMENT OF THE CORPORATE SYSTEMS FUNCTION

Workshop Seminar #6151-10 **July 27-29, 1966** **AMA Headquarters, New York City**

If yours is a systems function that has grown with your company, chances are it works differently in the various areas in which it is used. As a result, the whole function is apt to be less efficient and more costly than it ought to be. That's why — for maximum effectiveness — you must have a *total* systems function . . . one that is organized on a company-wide basis.

This meeting will examine the scope and objectives of a modern systems and procedures function. Here, you'll discuss actual operations in terms of responsibilities, management and organization structure, and capabilities. Under the guidance of the discussion leaders, you'll probe the important job of managing the systems development cycle — covering the important considerations in each of the key phases of managing the system, such as: analysis, systems design, implementation, and audit and review. You'll also review the total systems impact on management information, internal control, cost factors, industrial relations, and organization structure. You'll also have a chance to explore the future of the systems function. And ample time will be allowed for review and discussion of the individual problems of attendees.

REGISTER NOW with the clip-out card. Or, for immediate confirmation of your reservation, wire or phone AMA's Seminar Registrar in New York City. Remember, attendance at this workshop will be limited to 15 experienced executives — only one from a single company.

Discussion Leaders:

RICHARD J. HAWES
Director of Data Services & Systems
Northeast Airlines Inc.
East Boston, Mass.

KENNETH L. MUSEUS
Director of U.S. Accounting & U.S. Systems
International Milling Co.
Minneapolis, Minn.

SEMINAR OUTLINE

I. THE SYSTEMS FUNCTION
- A. Scope
- B. Definition
- C. Objectives

II. OPERATION OF THE SYSTEMS FUNCTION
- A. Responsibilities:
  1. Planning; over-all systems and procedure requirements
  2. Research; new S&P methodology
  3. Surveys; leading to decision to take on project
  4. Selling — presentation to management — orientation of systems users
- B. Management and Organization Structure
  1. Control and improvement
- C. Capabilities:
  1. Staffing
     - a. source of personnel
     - b. qualifications and skills; education; experience; technical know-how; ability to create and present ideas
     - c. evaluation and utilization of systems personnel
     - d. developing, increasing systems skills of S&P staff
       1) training line personnel to have systems understanding
  2. Systems tools and techniques such as:
     - a. flow charts
     - b. forms surveys, control, design
     - c. work simplification
     - d. equipment evaluation
     - e. automation, data processing
     - f. adaptation
     - g. procedure, operations manuals preparation
  3. Workload considerations:
     - a. project scheduling — new systems; revision of existing systems
     - b. manpower needs
     - c. solving day-to-day systems problems (troubleshooting)
     - d. use of other services to supplement S&P efforts
     - e. justifying systems projects — preliminary proposals
     - f. charging for services

III. MANAGING THE SYSTEMS DEVELOPMENT CYCLE
- A. Phase I: Analysis — Preliminary Studies
- B. Phase II: Systems Design — Formal Proposal/ Management Presentation and Approval
- C. Phase III: Implementation —
  1. Installation by analyst, working with key personnel affected
  2. Transition from old to new/man-machine interaction
     - a. dual systems
     - b. immediate conversion
     - c. gradual conversion
  3. Debugging
- D. Phase IV: Audit and Review — Leading to Improvement and Recycling

IV. TOTAL SYSTEMS IMPACT ON SUCH AREAS AS:
- A. Management Information
- B. Internal Control
- C. Cost Factors
- D. Industrial Relations
- E. Organization Structure

V. THE FUTURE OF THE SYSTEMS FUNCTION

VI. PROBLEMS OF THE ATTENDEES

WORKSHOP
Designed for: Systems Managers.
Meeting format: Guided discussion; no presentations.

WHAT's the key to better organized . . . better managed Corporate Data Processing and Systems Functions?

The most crucial issue facing the Corporate Data Processing and Systems Manager is how to organize his department to assure optimum effectiveness of the company EDP efforts. With large-scale equipment increasingly attractive from an economic standpoint, the manager is faced with the problem of centralization vs. decentralization. With the increasing scarcity of skilled systems and programing help, the manager must develop effective techniques for attracting, maintaining, and motivating highly specialized personnel. The need to better plan and control the company data processing activities to add major applications provides thoroughgoing challenges for today's Corporate Data Processing Manager.

Moreover, with the focus on management information systems, data transmission, time-sharing, real-time, and other breakthroughs in technology, the Data Processing Manager must be able to respond effectively in planning for and controlling a major functional area of the company.

Attendance at this meeting will be limited to 15 experienced executives — only one from a single company. Therefore, it's important to register early. Fill in and return the clip-out card today. Or, for immediate confirmation of your reservation, wire or phone AMA's Seminar Registrar in New York City.

ORGANIZATION AND MANAGEMENT OF THE DATA PROCESSING FUNCTION

Workshop Seminar #6170-01 **July 25-27, 1966** **AMA Headquarters, New York City**

Discussion Leaders:

JAMES T. SCOTT
Director of Corporate Systems
Bendix Corp.
Detroit, Mich.

M. C. RUE
Director of Systems & Data Processing
Allis-Chalmers Mfg. Co.
Milwaukee, Wis.

SEMINAR OUTLINE

I. ORGANIZATION
- A. Establishing Departmental Objectives and Basic Policies
- B. Major Responsibilities of the Corporate Data Processing Manager
- C. Key Functional Areas and Their Interrelations — Systems, Programing, Operations, Research
- D. Relations with Other Corporate Groups — Finance, Marketing, etc.
- E. Efficient Internal Organization of the Data Processing Group
- F. Defining and Communicating Departmental and Individual Manager Responsibility and Authority
- G. Centralized vs. Decentralized Data Processing Organization — Impact on Entire Company Organization Practice — Considerations for Internal Effectiveness — Economics vs. Management Motivation and Control
- H. Developing Departmental Procedures and Practices

II. DATA PROCESSING PERSONNEL PROBLEMS
- A. Personnel Selection and Staffing
- B. Position Descriptions and Job Specifications
- C. Special Skill Requirements and Educational Background
- D. Establishing the Proper Climate
- E. Motivation and Communication in the Data Processing Group
- F. Problems of Introducing Changes
- G. Turnover and Morale
- H. Salary Structures
- I. Multiple-Shift Operations
- J. Training Programs and Techniques — Building In-House Systems Capability
- K. Purchased Services, Part-Time Employees, etc.

III. PLANNING DEPARTMENTAL OPERATIONS
- A. Long- and Short-Range Planning
- B. Costs and Budgetary Requirements
- C. Planning for New Equipment and Applications
- D. Conversation Planning
- E. Project Planning — Multiple Projects — Effective Utilization of Staff
- F. Relations with Manufacturers and Suppliers

IV. INSTALLATION AND LAYOUT PROBLEMS
- A. Services
- B. Layout
- C. Conditioning
- D. Library and Storage Requirements
- E. Fire Hazards and Safety Measures
- F. Protection of Vital Information and Records

V. CONTROL TECHNIQUES AND PROGRESS REPORTING
- A. Setting Major Departmental Milestones
- B. Establishing Performance Targets — Time, Cost, Personnel
- C. Establishing Performance Standards and Measurements
- D. Specific Control Techniques: PERT, Input/Output, Systems Controls, Programing Controls, Operational Control
- E. Control Reporting
- F. Reporting Progress to Management

VI. IMPROVING DEPARTMENTAL OPERATIONS
- A. Correcting and Modifying Operations
- B. Research and Development of New Methods and Systems
- C. Prevention of Problems and Pitfalls

VII. NEW TECHNIQUES AND DEVELOPMENTS
- A. Advances in Programing
- B. Management Problems in Real-Time and Shared-Time Systems
- C. Keeping Abreast of New Developments
- D. Evaluating New Applications/Proposals, etc.

VIII. PROBLEMS OF REGISTRANTS

WORKSHOP
Designed for: EDP Managers.
Meeting format: Guided discussion; no presentations.

Will your company's computer programing project fall victim to fatal mistakes in estimating project costs, completion time or staffing requirements?

It's true that many of the same companies that demonstrate excellent judgment in estimating computer hardware requirements unwittingly jeopardize operational deadlines for their computer applications by approaching the development of these applications as though no meaningful method existed for controlling the man-machine interface discipline of computer programing.

This common lack of balance perspective is usually betrayed by a kind of guesswork that multiplies extra costs by unrealistic estimates of programing staff requirements, time-to-project completion or cost of project completion. But the important point to bear in mind is that programing project success is the result of project management know-how.

Ask yourself how your company manages programing projects — what are the key work components . . . what major planning, implementation and support responsibilities are vital to success . . . how does company progress compare to widely established project patterns . . . what steps have been taken to meet the psychological needs of computer programers . . . what distinction is made between optimum management methods vs. workable programing project methods . . . and what danger signals should alert you to the possibility of approaching management disaster? All of these factors should help you formulate your management approach, weigh in your thinking, and keep you on the road to meeting company operational deadlines on time. For collectively they underscore the paramount need for a fully staffed, well-organized and formally integrated approach to the job of managing computer programing projects.

Now — at this important new AMA workshop — you'll have the opportunity to join a small group of other programing managers for informal round-table discussion of the precise nature of management control that computer programing projects require. The speakers — who are thoroughly familiar with both problems and successful solution techniques in managing programing projects — will stimulate the exchange of ideas among participants.

You'll review the exact responsibilities involved in the planning and control of programing projects . . . and examine the problem of time and cost estimating in computer programing. With the group, you'll probe the challenging area of implementation and progress reporting on programing projects . . . and the unique management requirements for real-time and data communications projects.

Since attendance at this meeting is limited to 15 programing managers — only one from a company — it is important to register as soon as possible. You can do this with the attached clip-out card, or, by wiring or phoning AMA's Seminar Registrar in New York City.

MANAGEMENT OF COMPUTER PROGRAMING PROJECTS

Workshop Seminar #6120-01
July 25-27, 1966
AMA Headquarters, New York City

Discussion Leader:

PAUL A. CAST
Associate, Management Services
Arthur Young & Company
Chicago, Ill.

SEMINAR OUTLINE

I. DEFINING THE COMPUTER PROGRAMING PROJECT
- A. Work Components of a Computer Programing Project
- B. Project Personnel Components
- C. Programing Project Components
- D. Economic Components

II. MANAGEMENT RESPONSIBILITIES IN PROGRAMING PROJECT PLANNING AND CONTROL
- A. Planning Responsibilities — Setting Project Objectives
- B. Implementation Responsibilities
- C. Control Responsibilities
- D. Support Responsibilities
- E. Role of the Programing Project Manager and Relationships with Other Management Personnel
- F. Leadership Requirements vis-à-vis Programer
  - — Selection of project staff
  - — Motivation of project staff
  - — Rewards and discipline
  - — Establishing the environment for effective work
  - — Creating a teamwork approach
- G. Problems in Management and Staff Utilization on Multi-Projects

III. TIME AND COST ESTIMATING IN COMPUTER PROGRAMING
- A. Fixed Time and Fixed Cost Projects
- B. Estimating Techniques and Problems
- C. Planning the Implementation Schedule in Detail
- D. Developing Effective PERT Charting Techniques
- E. Budgeting for Control of Core Storage and Processing Time
- F. Managing Systems Capacity Problems
- G. Planning for Program and Systems Testing

IV. IMPLEMENTATION AND PROGRESS REPORTING
- A. Developing Effective Control Points and Standards
- B. Measuring and Evaluating Performance
- C. Reporting Techniques
- D. Adjustments for Changes
- E. Check Times and Creeping Changes
- F. Simulation Models
- G. Specifications and Documentation Techniques
- H. Developing an Integrated Control System
- I. Detecting and Responding to Failures and Errors

V. REAL-TIME AND DATA COMMUNICATIONS PROJECT MANAGEMENT REQUIREMENTS
- A. Multi-Processors
- B. Remote Terminals
- C. Time-Sharing

WORKSHOP

Designed for: Programing Managers.

Meeting format: Guided discussion; no presentations.